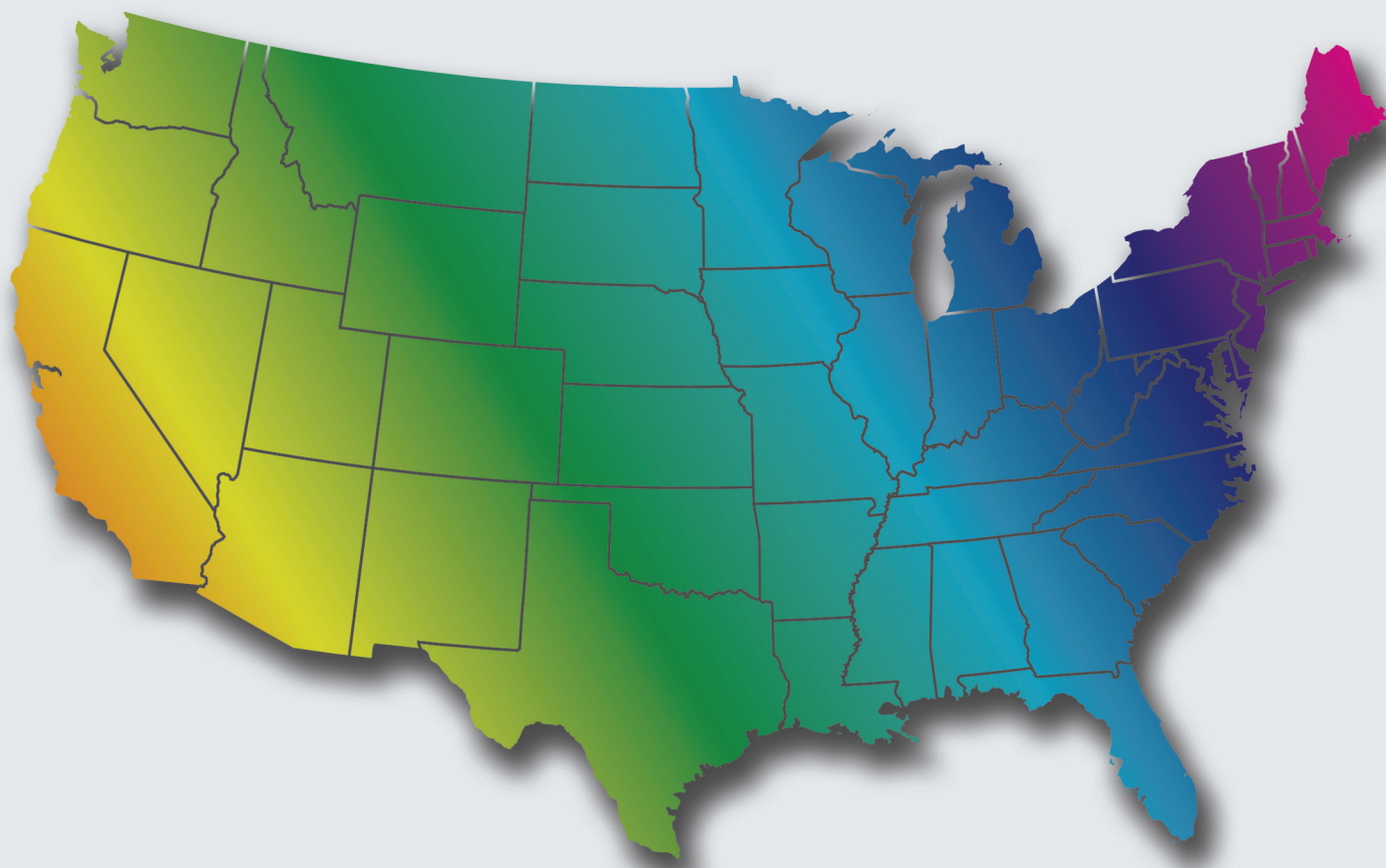# 2007 STATE OF THE STATES REPORT

*A Survey Assessing the Capacity of State-Based
Lesbian, Gay, Bisexual, and Transgender Advocacy Organizations*

Equality Federation Institute
and the
Movement Advancement Project

The Equality Federation Institute

Equality Federation is an alliance of state and territory organizations working together to achieve equality for lesbian, gay, bisexual, and transgender people in every state and territory by building strong and sustainable statewide organizations in a state-based movement. Equality Federation Institute provides infrastructure resources, leadership development, and training to state groups and also works to increase the resources available for state-based organizing and education work.

Movement Advancement Project

Launched in 2006, the LGBT Movement Advancement Project (MAP) is an independent, intellectual resource for LGBT organization executives and donors, funded by a small number of committed, long term donors to the movement. MAP's mission is to speed achievement of full social and political equality for LGBT people by providing donors and organizations with strategic information, insights and analyses that help them increase and align resources for highest impact. In short, MAP's purpose is to stimulate additional contributions to the LGBT movement, as well as additional productivity from those contributions. See www.lgbtmap.org for more information on MAP.

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INTRODUCTION

In 2007, equality for lesbian, gay, bisexual, and transgender (LGBT) Americans grew rapidly from coast-to-coast. Colorado, Iowa, and Oregon passed non-discrimination laws covering their LGBT citizens, while Vermont expanded its existing non-discrimination law—which already provided coverage based on sexual orientation—to cover transgender citizens. Adding to these successes, New Jersey, New Hampshire, Oregon, and Washington passed laws that officially recognize same-sex relationships, extending to same-sex couples at least some of the public benefits offered to married opposite-sex couples in those states.

Although the movement for LGBT equality still faces hostile ballot measures and legislation in many states, LGBT advocates are clearly creating a more supportive environment. The new, friendlier atmosphere is the result of many years of educating the general public about LGBT equality, mobilizing LGBT citizens to lobby their lawmakers, and supporting pro-LGBT candidates for public office. Increased foundation giving and new approaches to bringing about change have also played a key role in advancing equality. These long-standing and newer efforts have required much time, energy, and money, but the investments are clearly beginning to pay off.

These successes, however, hide the fact that most statewide LGBT advocacy groups are small organizations with five- and six-figure budgets and few full-time staff members. The good news is that most statewide groups are growing in terms of budgets, staff, and influence. The bad news is that substantial capacity gaps remain in many organizations, and that some of the hardest work—e.g., achieving same-sex marriage equality, expanding equality in the least LGBT-friendly states—is ahead of us. Further, seven states—Alaska, Arkansas, Delaware, Hawaii, Nevada, West Virginia, and North Dakota—lack a formally established statewide LGBT advocacy organization. An additional six states have LGBT groups but lack any consistent infrastructure. Continuing and expanding recent successes will require strategic and sustained investment in statewide groups and other state-level work for the foreseeable future.

The *2007 State of the States Report* provides LBGT movement organizations, allies, partners, and funders with an overview of the current capacity of statewide organizations, the issues they are addressing, and the strategies they employ to achieve LGBT equality. This information should help craft strategies to achieve additional local, state, and national victories and to help donors determine how to direct their funding. However, the report is only a starting point for this work; the best way to devise programmatic and fundraising strategies is to engage directly and regularly with the statewide organizations and their leaders. Although this report is largely descriptive in nature (with a main goal to provide basic data to interested funders and organizations), a few conclusions about potential steps forward are offered in the final section.

SAMPLE AND SURVEY METHODOLOGY

In August 2007, 55 members of the Equality Federation received the *2007 State of the States* survey via the Internet. Organizations had several weeks to respond to the survey online before it was closed in late September 2007. In total, 46 organizations in 39 states responded to the survey.[1] This is an increase in participation from last year's survey, when data were collected from 40 organizations in 35 states.[2] Note that the 2006 data in the report are based on actual figures, while data for 2007 are estimated and do not reflect final figures for the year. For comparison's sake, a few statistics based on 2004 and 2005 data that were collected during last year's survey are included in the 2007 analysis, even though the samples differ between this year's and last year's surveys.

Readers should note that the results and recommendations in this report reflect an analysis of self-reported data from most, but not all, state-based LGBT organizations. A different research methodology and/or full participation of all state-based LGBT groups might alter these results and recommendations.[3]

The rest of this report is organized into four main sections. The first looks at the financial, fundraising, staff, and board capacities of the statewide organizations. The second examines their current and planned political priorities, and the third examines strategies and tactics. The fourth section offers conclusions and recommendations for the statewide groups, as well as their allies, partners, and funders. Finally, Appendix A provides a complete list of survey participants, including their contact information. Other tables are available in Appendices B, C, D, and E, and will be referenced throughout the report.

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[1] Not all respondents answered every question, and some responses had to be dropped. Almost all questions were answered by most organizations, however, giving us a comprehensive data set to analyze.

[2] Only three of 2006's participating organizations did not participate in the 2007 survey.

[3] Also note that Empire State Pride Agenda, Equality California, and Mass Equality participated in both the *2007 State of the States* survey and the Movement Advancement Project's Standard Annual Reporting project. Due to differences in data collection timing and methods, the data for these organizations are not always consistent across the two reports.
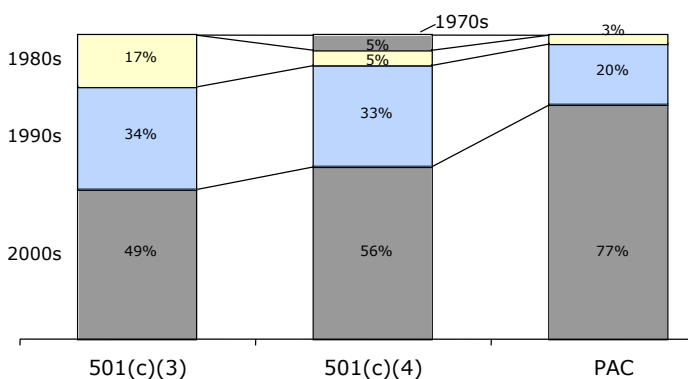
CAPACITY

Organization Legal Types and Ages

Most individual state LGBT organizations actually consist of three distinct legal entities (as defined in the IRS tax code): 501(c)(3)s, 501(c)(4)s, and political action committees (PACs). The 501(c)(3) organizations are non-partisan educational groups, and can engage in only a limited amount of lobbying and no electoral work; donations to these entities are tax-deductible. The 501(c)(4) groups can engage in a wide range of advocacy activities, including nearly unlimited amounts of lobbying, though they generally cannot work on candidate campaigns; donations to 501(c)(4)s are not tax-deductible. PACs can support candidates for public office and conduct electoral activities, including making financial contributions to candidates; donations are not tax-deductible.

The complexity of multi-entity advocacy work should not be underestimated, as it impacts all aspects of organizational capacity and operations. Organizations must have 501(c)(3) entities to receive foundation grants, which cannot be used for political activities. Groups that do significant amounts of lobbying—of legislatures or voters—need 501(c)(4) entities. PACs are necessary to help elect representatives who will support LGBT equality. Depending on state law, special ballot measure committees may be needed to fight anti-LGBT ballot measures. Each entity requires a unique board, program plan, budget, and fundraising plan, yet the work of all entities must be coordinated. Where organizations are staffed, cost-sharing agreements and staff time tracking are required.

Statewide LGBT organizations are generally young institutions that are increasingly focused on political activity. Figure 1 shows that nearly half of the state 501(c)(3)s were established after 2000, with 56 percent of 501(c)(4)s and 77 percent of PACs also established after this date. Even more striking, before 1990, only 17 percent of current 501(c)(3)s, 10 percent of 501(c)(4)s, and 3 percent of PACs were operating. Among the different legal entities, 501(c)(3)s are the oldest, with a median age of nine years and an average age of 10; the median and average ages of 501(c)(4)s are six and nine, respectively; for PACs the median is three years and the average is five.

(Note that medians represent the value that is exactly in the middle of a range of data that is ordered from highest to lowest. Compared to averages, medians usually provide a more realistic picture of the data, minimizing the potential for exceptionally high or low values to distort the reported information.)

Strategic Planning

As the state-based organizations grow and learn to manage multiple entities, the number of groups with strategic plans is increasing. This year, 68 percent of organizations report having a strategic plan in place, up from 59 percent of respondents to the 2006 survey. In addition, 41 percent are interested in receiving assistance in developing an integrated strategic plan for all their legal entities *(See Figure 2)*.

Figure 2: Strategic plans and strategy needs

2a: Current strategic plan status
% of organizations
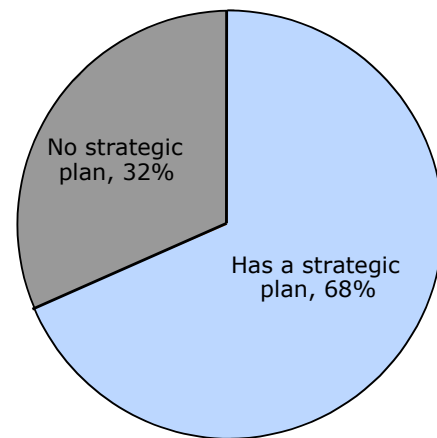
2b: Desired strategy help
% of organizations

Figure 1: Legal entities by decade founded
% of organizations
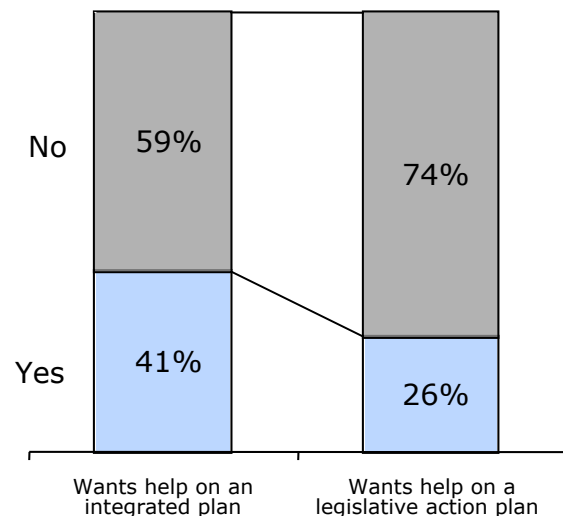
General Capacity Needs

Although survey participants reported a wide range of general capacity development needs and priorities, several common areas were clearly important *(see Figure 3)*. State organizations first prioritize board development, staff benefits, and acquisition of donor database software. Less pressing, but still needed, are staff training, direct mail programs, and executive director mentorship or training. Individual groups also mentioned other capacity needs, including finding new funding sources and opportunities, learning about best practices from other organizations, receiving management training, and creating field programs.

Figure 3: Capacity development needs and priorities
% of organizations

Organization Budgets[4]

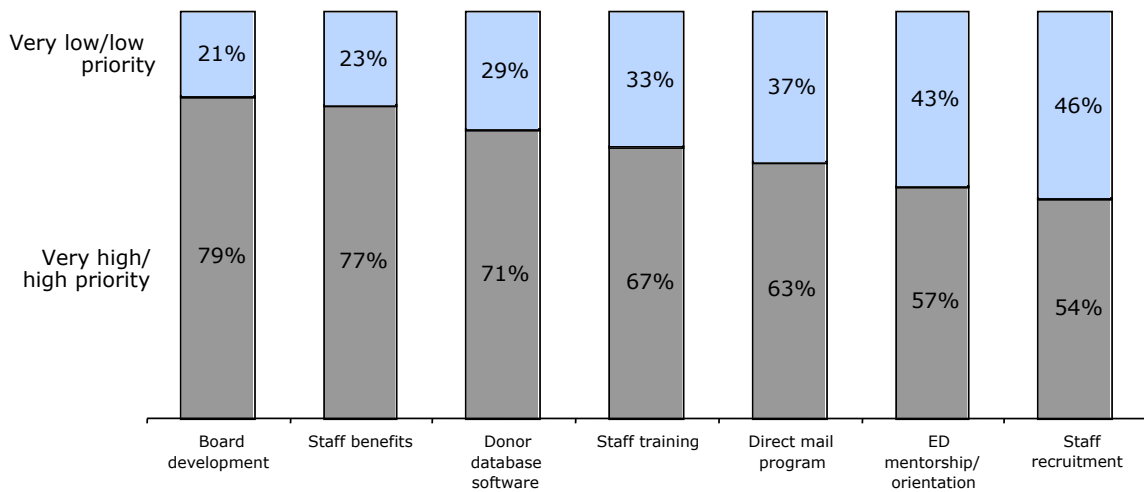Budgets are growing steadily among the 25 organizations reporting data from 2005-2007. Figure 4 shows that total budgets for these organizations grew from $11.8 million in 2005 to $16.1 million in 2006—an increase of 36 percent. Growth was expected to be slightly slower between 2006 and 2007, with projected budgets anticipating a 20 percent increase from $16.1 million to $19.4 million. This finding is not surprising, considering the extra funds groups raise and spend during election years, with 2006 being an especially high-profile campaign season. Over the entire period from 2005 to 2007, budget growth is projected at 64 percent.

Figure 4: Growth in actual and projected combined budgets
$ Millions
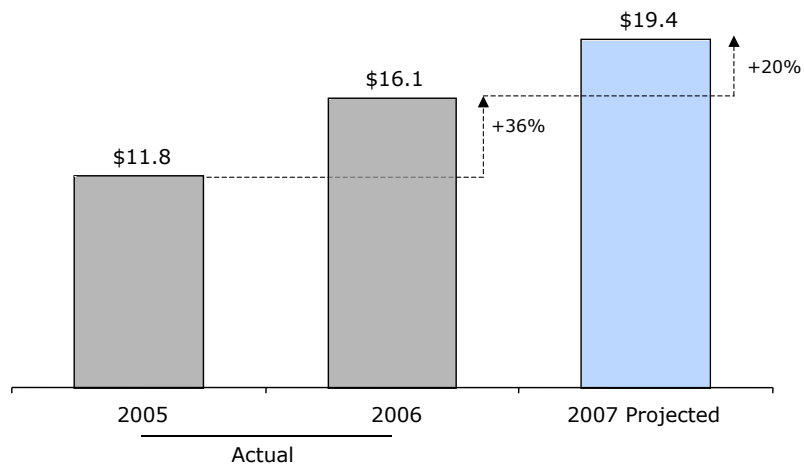
Note: Data represent the 25 organizations that reported consistent data in State of States 2006 and 2007 (does not include ballot campaign revenue).

[4] Unless otherwise noted, organizational budget data in this report refer to the *total* budget of all legal entities (e.g., 501(c)(3), 501(c)(4), PAC, etc.) within that organization.

Overall, the median rate of growth between 2005 actual budgets and 2007 projected budgets was 44 percent, and the average was 100 percent. The median growth rate between 2005 and 2006 was 29 percent and the average 85 percent. Between 2006 and 2007 the median and average rates are projected to be 10 percent and 24 percent, respectively.

The distribution of budget ranges also shows organizational growth *(see Figure 5)*. In the 2006 survey, nearly one-third of the organizations reported having 2005 budgets between $0 and $50,000. For the groups responding to this year's survey, 17 percent had budgets in that range in 2006, with a projected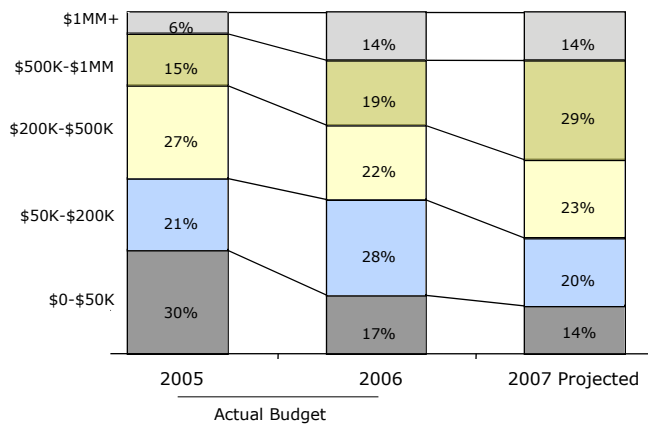 drop to 14 percent for 2007 (note that the sample is the same for 2006 and 2007, but is different for 2005). Further, in 2005 only 21 percent of state organizations had budgets greater than $500,000. This number increased to 33 percent in 2006 and is expected to reach 43 percent in 2007.

Figure 6: Median and average organizations' budgets
$ Millions
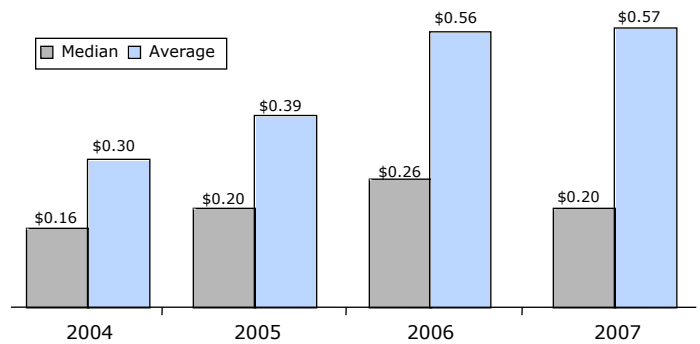
Note: The sample of organizations analyzed varies across years (2004 and 2005 data contain the same sample; the 2006 and 2007 data contain the same sample). Trends should be interpreted with some caution; ballot campaign budgets not included.

Figure 5: Organization budgets by budget ranges
% of organizations in each range

Note: The sample of organizations analyzed varies across years (the 2006 and 2007 data contain the same sample). Trends should be interpreted with some caution.

Figure 7: Median and average organizations' budgets; organizations with budgets <$500,000
$ Millions

Note: The sample of organizations analyzed varies across years (2004 and 2005 data contain the same sample; the 2006 and 2007 data contain the same sample). Trends should be interpreted with some caution; ballot campaign budgets not included.

Despite this growth, median and average budget data show that most state organizations still have limited financial resources *(see Figures 6, 7, and 8)*. For all organizations, the median projected 2007 budget is $200,000 and the average is $570,000. But for organizations with budgets under $500,000, the median 2007 budget is projected at just $90,000 and the average at $160,000. For organizations with budgets greater than $500,000, the median 2007 budget is expected to be $850,000 while the average is expected to climb to $1.5 million.

Figure 8: Median and average organizations' budgets; organizations with budgets $500,000+
$ Millions

Note: The sample of organizations analyzed varies across years (2004 and 2005 data contain the same sample; the 2006 and 2007 data contain the same sample). Trends should be interpreted with some caution; ballot campaign budgets not included.
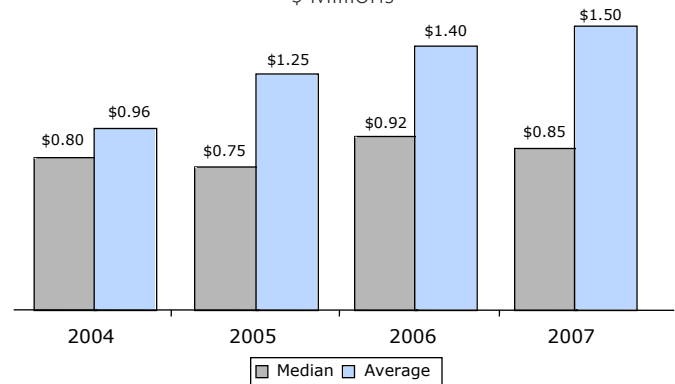
Among all organizations responding to the 2007 survey, budgets are highly concentrated within a few large organizations, as Figure 9 shows. Total reported budgets in 2006, for example, were around $26.0 million, with the five largest organizations representing a combined $16.3 million (63 percent) of this total.[5] The 10 largest groups made up 80 percent of the total budgets, with $20.7 million. Other analyses in this report also show similar concentrations of resources among the largest organizations in the survey.

Figure 9: Cumulative 2006 budgets
$ Millions

Total = $26.0 MM

Top 10 = $20.7MM (80%)

Top 5 = $16.3MM (63%)
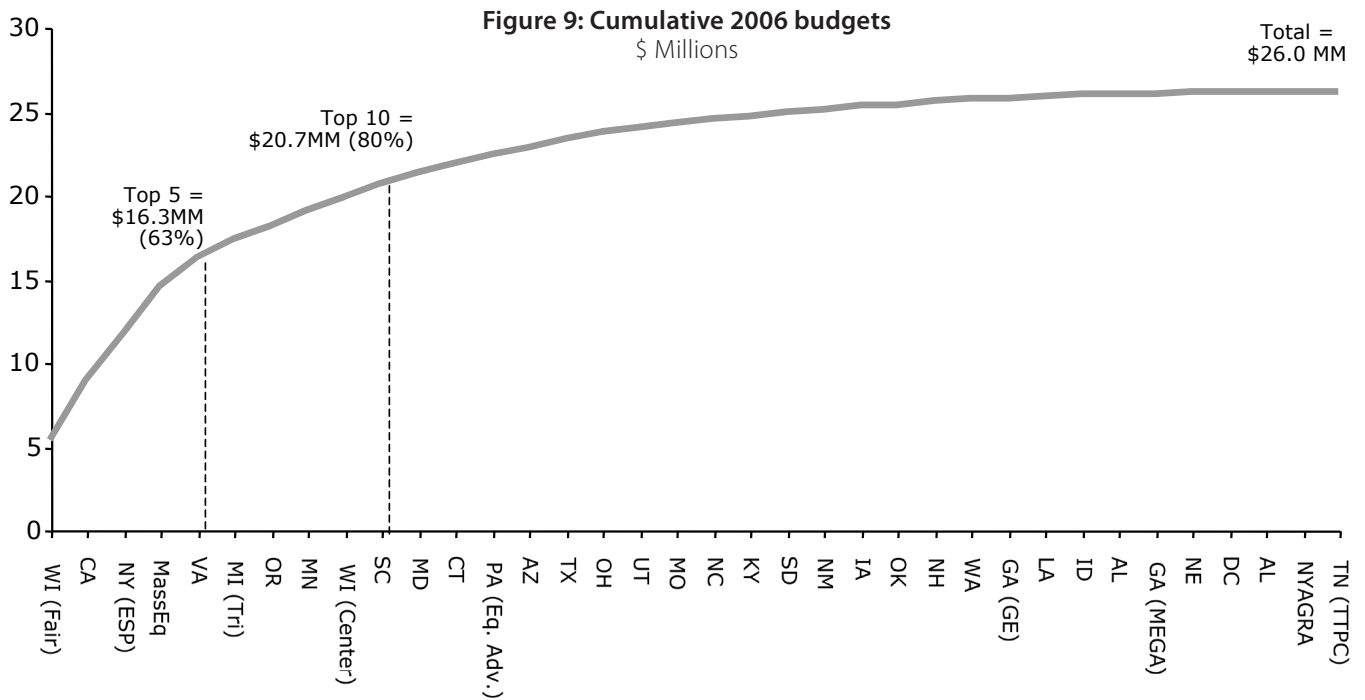
Most state budget dollars are directed toward lobbying and electoral activity, which is reflected as budgets for 501(c)(4), PAC, or ballot campaign funds, as Figure 10 shows. Overall, 45 percent of combined budget dollars in 2006 were in 501(c)(3) legal entities, which primarily focus on educational activities. Smaller organizations—those with budgets under $500,000—tend to have higher concentrations of 501(c)(3) dollars. Over 60 percent of their combined 2006 budgets were 501(c)(3), compared to 42 percent for organizations with budgets greater than $500,000.

Figure 10: 2006 budget percentages by legal type

	All	<$500,000 Budgets	$500,000+ Budgets
PAC	4%	11%	3%
Ballot Campaign	5%	5%	6%
501(c)(4)	46%	23%	50%
501(c)(3)	45%	62%	42%
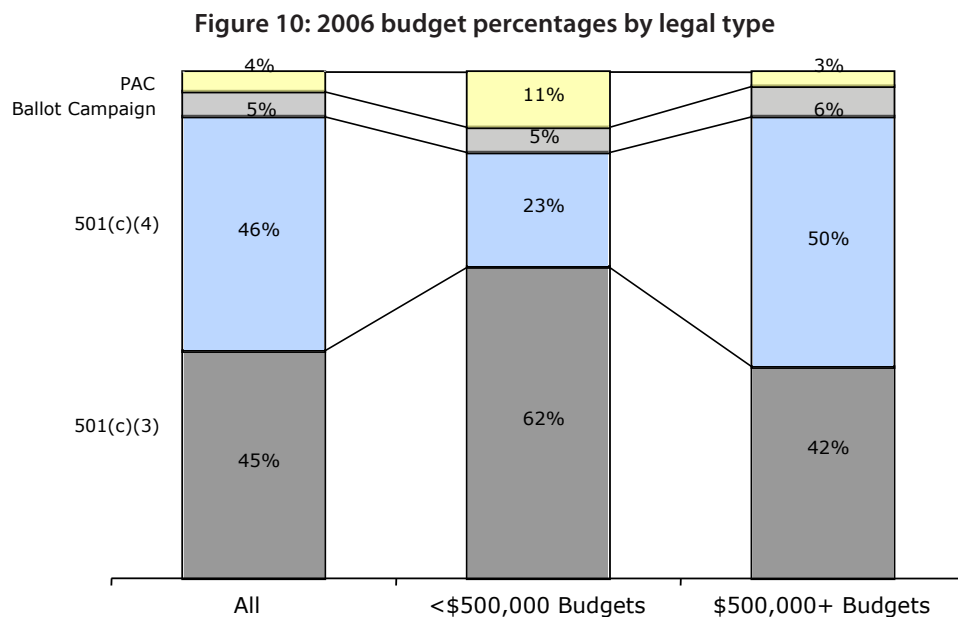
[5] Fair Wisconsin's 2006 budget was exceptionally high due to a one-time campaign.

As Figure 11 shows, over the past three years 501(c)(3) statewide entities have assumed an increasing share of combined budgets, likely due in large part to increasing foundation contributions. Because foundations distribute grant monies only to 501(c)(3) organizations, increasing funding for 501(c)(4)s and PACs depends on increasing donations from individual donors. These funds expand the types and amounts of political and electoral activities organizations can engage in and are critical to increasing the influence and impact of statewide groups.

See Appendix Table B for a list of the 2006 and 2007 budgets and legal structures of the organizations analyzed in *State of the States 2007*.

Figure 11: 2005-2007 budget percentages by legal type

2005 Actual Budget — PAC, 1%; 501(c)(3), 40%; 501(c)(4), 59%

2006 Actual Budget — PAC, 4%; Ballot Campaign, 5%; 501(c)(3), 45%; 501(c)(4), 46%

2007 Projected Budget — PAC, 3%; 501(c)(3), 61%; 501(c)(4), 36%

Fundraising

Individual donors and foundations are the main sources of state organizations' budgets, as Figure 12 shows. For example, in 2006, individuals made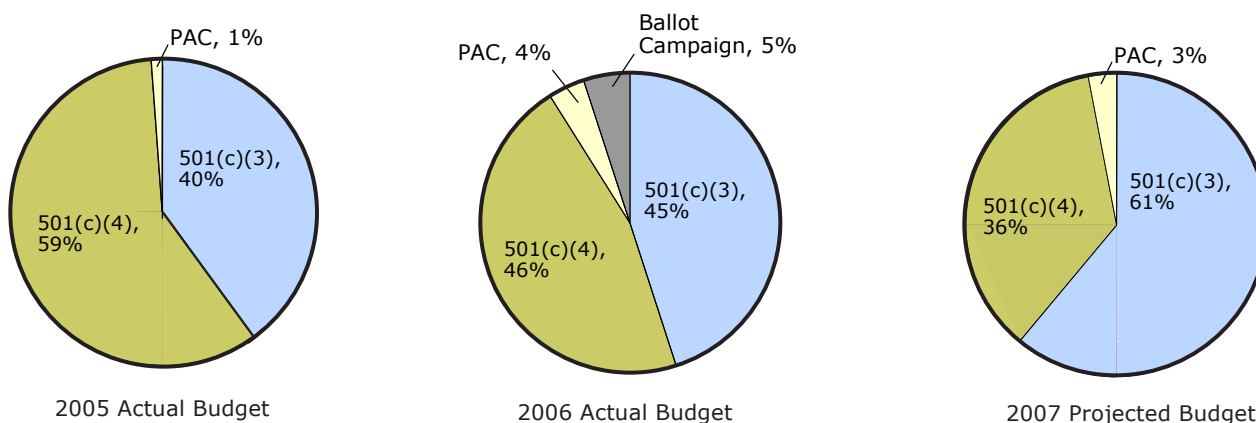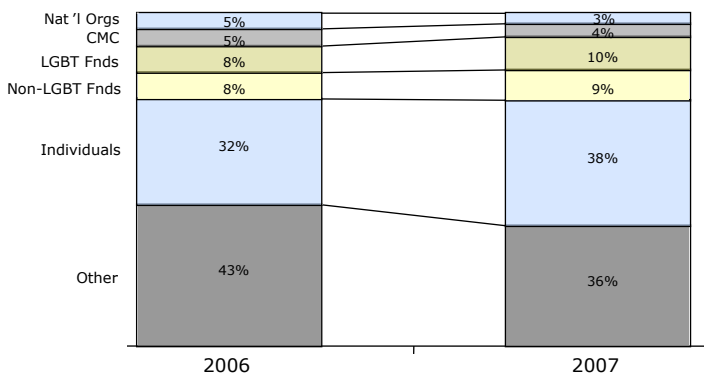 up 32 percent of total budgets, and in 2007 their contributions represented 38 percent. Foundations—both LGBT and non-LGBT—made up less than $5 million of budgets in both 2006 and 2007, representing less than 20 percent of total budgets in each year. However, foundation collaboratives such as the Civil Marriage Collaborative (CMC) are increasingly important to state organizations. When CMC funding is counted together with grants, foundations are actually around 21 percent of total budgets in 2006 and 23 percent of projected budgets in 2007. For some organizations, one foundation could be the largest single source of revenue.

Because a few specific foundations are the greatest source of foundation income for state LGBT groups, funders and state leaders have fairly close relationships. When asked what large funders do well, state-based groups answered that they value many things besides financial support. For example, a few appreciated funder interest in local and state-level issues and the effort that large funders make to stay current with changing events locally. Several groups commented on the usefulness of feedback from foundations and the support of their staff. Overall, state-based organizations value transparency, clarity, accessibility, collaboration, and open communication with their funders.

Despite the many positive interactions that groups have had with large funders, survey participants expressed concerns about overall funding patterns and trends. Some state groups felt that large funders tend to give resources to older, urban, blue-state organizations, rather than looking at active, successful organizations that may be newer, rural, southern, or in Republican-dominated states. Several were worried about shifting priorities as funders change their programmatic focus year-to-year, or when the programmatic aims of the funders are not clearly spelled out. Not surprisingly, state groups would appreciate more general operating support dollars and fewer program-specific funds, a practice that increases administrative costs and undermines efforts to achieve sustainability. Grants that cover more than just one year would also help groups establish longer-term plans and priorities. Finally, grants and funding programs that meet the needs of small as well as larger organizations would help build the capacity of less established groups.

Figure 12: 2006 budget percentages by source

	2006	2007
Nat'l Orgs	5%	3%
CMC	5%	4%
LGBT Fnds	8%	10%
Non-LGBT Fnds	8%	9%
Individuals	32%	38%
Other	43%	36%

Moving beyond institutions, small donations from individuals are also a key source of revenue for state groups. Figures 13 and 14 show that most individual donors made gifts ranging from $25 to $499, with nearly 45,000 gifts falling into this range. In 2006, organizations received an average of 791 gifts between $25 and $99 and 460 between $100 and $499. But note that just five orga-

nizations (about 11 percent of the sample) with the most donors in a particular range received at least 48 percent of donations for that range. In other words, just a few large groups receive a near-majority or more of the individual donations made to all statewide organizations.

Figure 13: Total number of 2006 donors by range of gift amount
All organizations combined
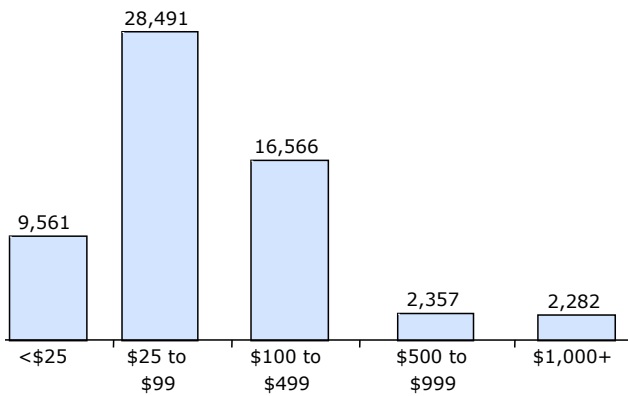
Figure 14: Median and average organizations' 2006 donors by range of gift amount
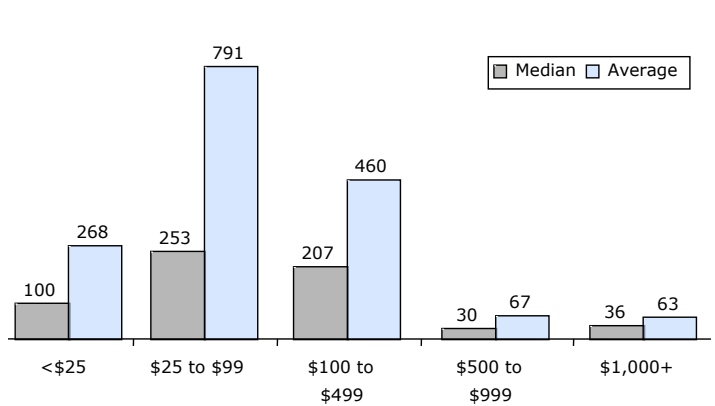
Contact and Voter Lists

Statewide groups may have the capacity to contact more than 3.5 million people. However, significant double counting likely occurs in these numbers, both across organizations and within individual groups, which could reduce the collective total by as much as a third. The largest number of records is on voter ID lists, totaling 1.9 million names *(See Figure 15)*. The growth of voter ID lists is significant, because access to LGBT-supportive voters is one of the most important assets of an organization trying to change public policy and elect supportive legislators. These lists also highlight the increasing importance placed on electoral activity by state organizations. Not surprisingly, the contacts are concentrated among several large organizations, with the five groups with the most names on

each type of list having the majority of names in every category—donors, email action, mailing, and voter ID.

This high concentration of contactable supporters in a few groups accounts for the large differences between the median numbers of names organizations have on their lists and the averages. Using voter ID names as an example, the average is 45,310 names. Unfortunately, a majority of groups (22) do not yet have voter ID lists, so the median is zero. The median numbers of names on the other lists are: 815 on donor lists, 6,000 on email action lists, and 8,000 on mailing lists. Again, the averages are much larger—2,522; 11,474; and 22,954—respectively *(See Figure 16)*.

Figure 15: Total number of contacts on donor, email action, mailing, and voter ID lists
All organizations combined
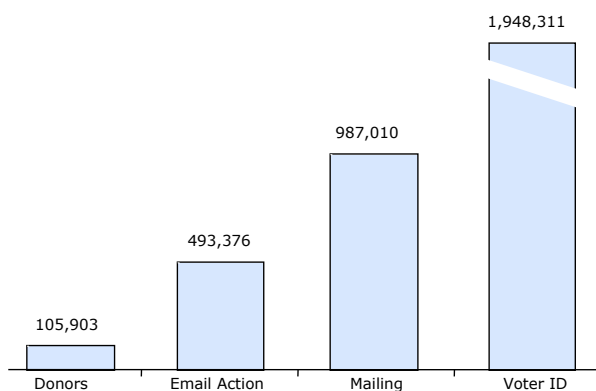
Figure 16: Median and average organizations' contacts on donor, email action, mailing, and voter ID lists
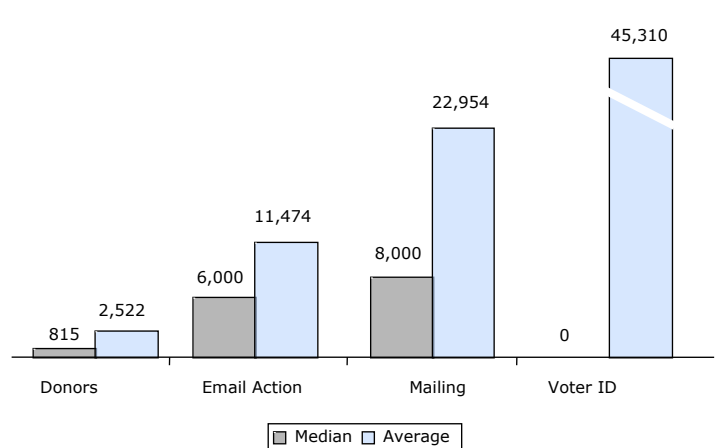
Note: Numbers do not represent unique names; double-counting likely exists both across organizations and within a particular organization across list type.

Increasing voter ID, donor, and other supporter lists increases the capacity of groups to do political work. Ninety–seven percent of all groups make list growth a high or very high priority among their electoral-related activities *(see Figure 17)*.

See Appendix Table C for the number of names on donor, email action, mailing, and voter ID lists for the organizations participating in *State of the States 2007*.

Figure 17: Electoral priorities and needs
% of organizations
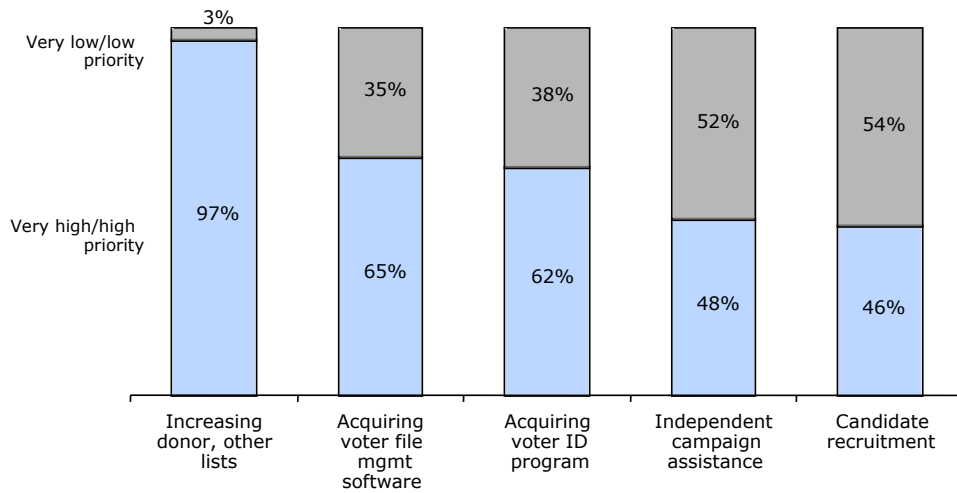
Staffing

State groups engage in a wide range of programs with few paid staff, but a healthy number of volunteers. There are 6,500 volunteers in the states, while the total number of paid staff members (235) was much lower, as Figure 18 shows. The median number of full-time staff at an organization is three (average four); median part-time staff is one (average is also one); and median active volunteers is 25 (average is 145) *(See Figure 19)*. The median number of staff is again lower than the average, indicating the low numbers of paid staff at statewide groups.

More than one-third of total paid staff members (36 percent) work at the five groups reporting the highest number of paid staff members, and nearly 70 percent of the volunteers are connected to the five organizations with the most volunteers. However there was no strong correlation between numbers of paid staff and active volunteers.

Figure 18: Total number of full- and part-time staff members and volunteers
All organizations combined
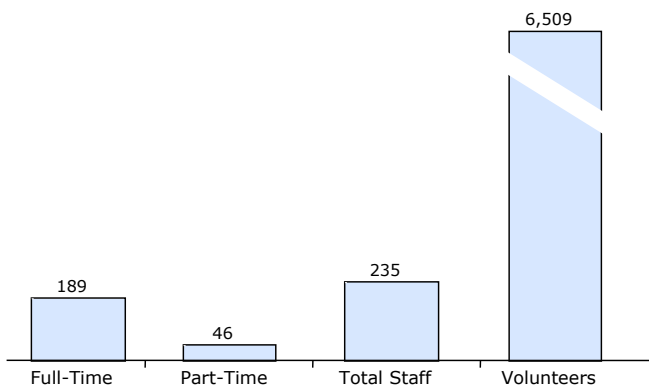
Figure 19: Median and average organizations' full- and part-time staff members and volunteers
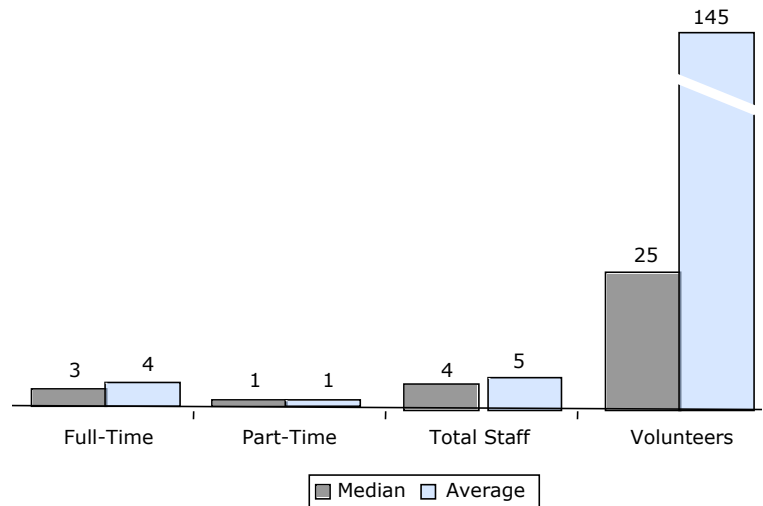
Not surprisingly, a direct relationship exists between an organization's financial size and the number of program, development, and administrative staff it employs *(see Table 1)*. Organizations with budgets greater than $500,000 on average employ 5.6 program staff, 2.3 development staff, and 1.8 administrative staff. By contrast, groups with budgets between $0 and $50,000 have 0.8 program staff, 0.2 development staff, and 0.3 administrative staff. By comparison, the average organization has 2.4 program staff; 1.3 development staff; and 0.9 administrative staff.

Table 1: Average number of staff positions by 2006 budget

Total Budget	Average Number of Program Staff	Average Number of Development Staff	Average Number of Administrative Staff
$0-$50,000	0.8	0.2	0.3
$50,000-$200,000	1.0	0.4	0.5
$200,000-$500,000	1.9	0.9	0.9
$500,000+	5.6	2.3	1.8
All Organizations	*2.4*	*1.3*	*0.9*

For a majority (73 percent) of the organizations, an executive director is in charge of day-to-day operations *(see Figure 20)*. Board chairs or presidents run most (18 percent) of the other organizations, with field directors, treasurers, and other volunteers rounding out the leadership positions in the remaining 8 percent.

The professional leadership in organizations has grown. There are 33 groups with executive directors, 11 more than the 21 in last year's survey. Still, many organizations lack other key leadership positions, as Figure 21 shows. For example, 59 percent of organizations lack a program director, 59 percent also lack an administrative director, 61 percent lack a development director, and 64 percent lack a field director. When organizations have these positions, they are more likely to be full-time rather than part-time.

Figure 20: Title of person in day-to-day charge of organization
% of organizations

Executive Director, 73%
Board Chair, 18%
Other, 8%

Admin. agent, 2%
Field director, 2%
Treasurer, 2%
Volunteers, 2%
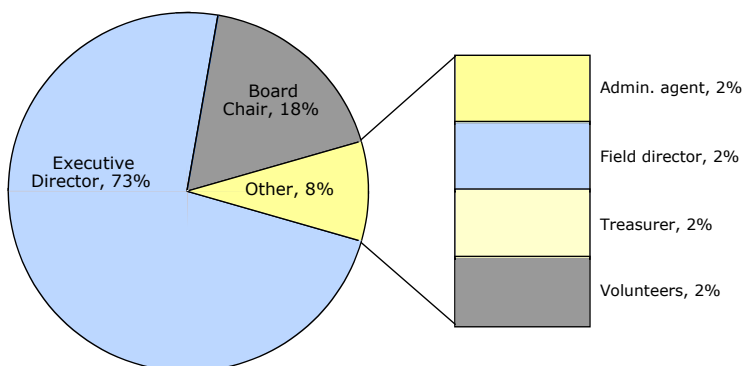
Figure 21: Status of other staff leadership positions
% of organizations

	Program director	Administrative director	Development director	Field director
None	59%	59%	61%	64%
Part-time		7%	2%	2%
Full-time	41%	34%	36%	34%
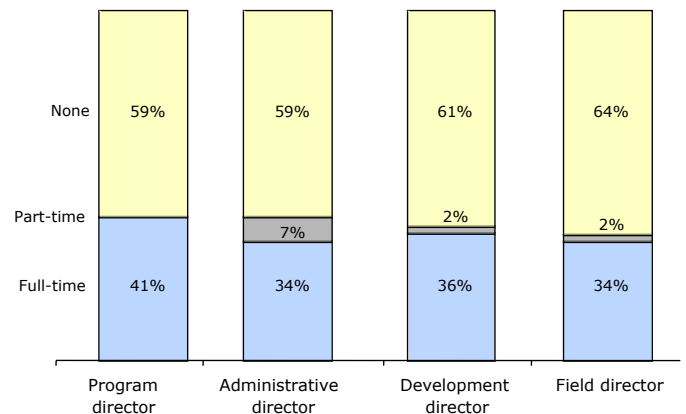
Figure 22 shows that other key staff roles are not filled at many organizations. Only 9 percent of groups report having full-time lobbyists on staff, though 30 percent have lobbyists as consultants. Twenty percent of groups report having full-time communications directors, while just 2 percent have a technology coordinator. Policy director positions are more likely to be staffed, with 34 percent of the organizations reporting a full-time position. Overall, even when factoring in consultants and part-time employees, organizations are likely to lack lobbyists, policy directors, communications directors, and technology coordinators. In many cases, the responsibilities associated with these positions fall on executive directors, board members, or other volunteers.

Figure 22: Status of lobbying, policy, communications, and technology staff positions
% of organizations
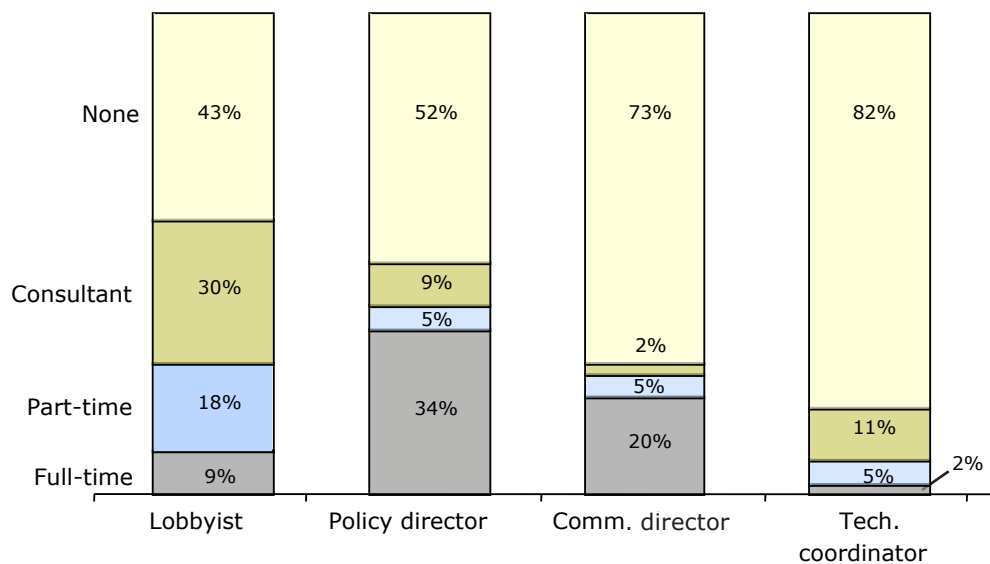
A wide range exists between the highest and lowest reported staff salaries, as well as tenure with organizations. Salaries range from a high of $115,000 (for an executive director) to a low of $13,000 (for a part-time administrative director), with length of service ranging from 20 years to just over a month *(see Table 2)*. Note that the salary and tenure data in the table are independent of one another; in other words, the executive director who has the highest salary is not necessarily the same executive director who has been in his or her position the longest. Field directors and administrative directors usually earn less than executive directors, development directors, and program directors. A difference in tenure also exists across positions. The average executive director and program director have held their positions for a little over three years, while the average field director and development director have held their positions for under two years.

See Appendix Table D for more information on the staffs, volunteers, and boards of directors of the organizations participating in *State of the States 2007*.

Table 2: Salaries and tenure for key staff positions

	Executive Director		Program Director		Field Director		Development Director		Administrative Director	
	Salary	Years in Position	Salary	Years in Position	Salary	Years in Position	Salary	Years in Position	Salary	Years in Position
High	$115,000	20.0	$75,000	15.0	$60,000	6.0	$100,000	9.5	$65,000	6.0
Median	$56,000	2.0	$50,000	1.5	$38,000	1.0	$50,000	1.0	$35,000	1.2
Average	$51,000	3.3	$46,000	3.2	$35,000	1.3	$46,000	1.7	$33,000	2.1
Low	$18,000	0.1	$30,000	0.1	$12,000	0.1	$30,000	0.1	$13,000	0.1

Boards

Organizations report a total of 1,065 board members, with most (428) serving on 501(c)(3) boards, followed by 390 on 501(c)(4) boards and 219 on PAC boards *(see Figure 23)*. Note that substantial double counting likely exists in this number, with individuals serving on the board of more than one legal entity within a particular organization. Medians and averages for 501(c)(3)s and 501(c)(4)s are around 11 board members, with lower numbers for PACs (a median of six; an average of eight).

Figure 23: Board Members

23a: Total number of board members
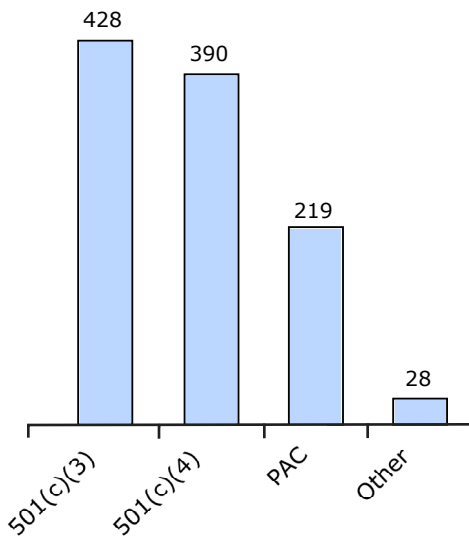
23b: Median and average number of board members
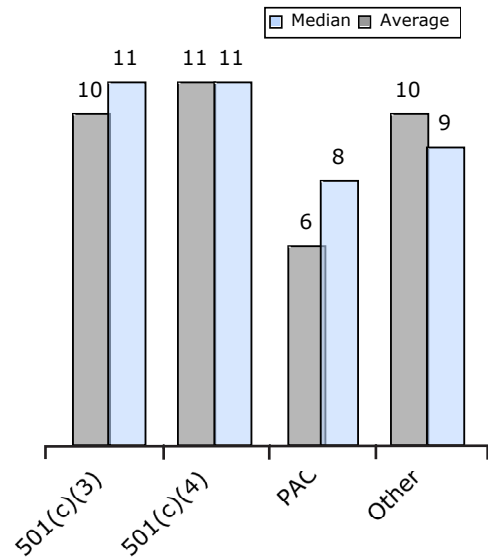
Note: Substantial double counting likely exists across the data presented in 23a, with the same people serving on the board of more than one legal entity within a particular organization.

Despite their relatively young ages, most state groups' boards of directors are not their founding boards, with only 2 percent of organizations reporting their current board as their founding board *(see Figure 24)*. Another 34 percent said their current board is partially their founding board, with the average organization in this category reporting that founding members make up 25 percent of its board.

Figure 25 shows that most boards play policy-setting, fundraising, or a combination of roles. A minority of organizations (9 percent) report that the board's primary role is directly engaging in advocacy/program work. This finding is surprising, considering the large numbers of organizations lacking key program staff.

Figure 24: Status of current board: founding vs. post-founding boards
% of organizations
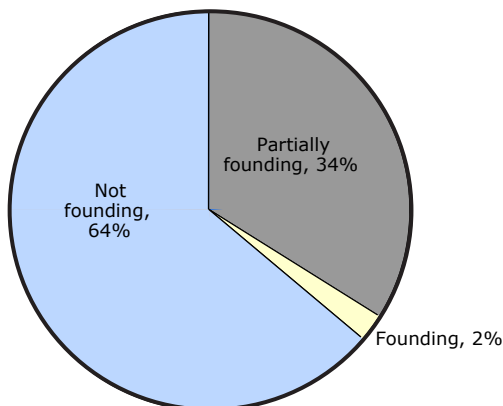
Figure 25: Primary role of board
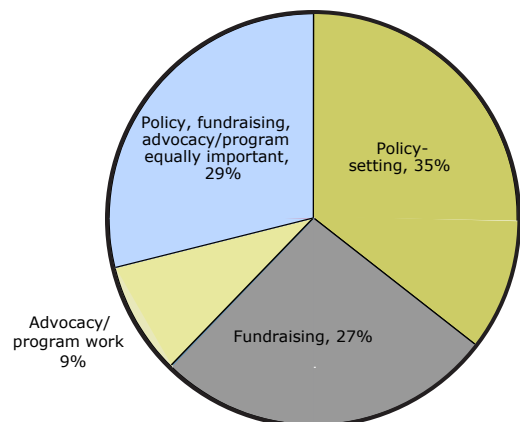
As Figure 26 shows, a slight majority of boards (51 percent) have "give or get" policies, which dictate an annual minimum amount of money that board members are expected to contribute to or raise for the organization. Among boards with these policies, the median amount per board member is $2,000 and the average is about $2,900. These policies seem to have an effect on organization budgets, with a median budget for organizations without give or get policies of $117,250, compared to a $336,500 median budget for organizations with the policy. [6]

Overall, most boards meet or exceed fundraising expectations *(see Figure 27)*, with 41% of boards meeting expectations in the past year, and 23% exceeding them. The average board raised $68,000 in the same period, while the median raised $18,500. Total board-raised money in the past year was $3.0 million, with 65% of that amount coming from the five organizations reporting the highest amounts of board-raised funds.

Figure 26: Board Give-Get Policies

26a: Give-get status
% of organizations

26b: Give-get amounts
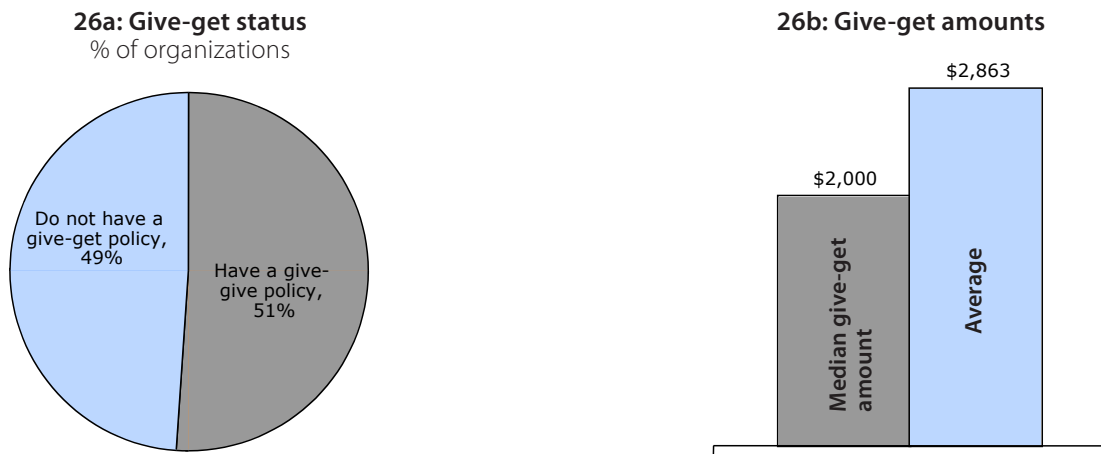
Figure 27: Board Fundraising Efforts

27a: Board fundraising expectations
% of organizations

27b: Board fundraising amounts
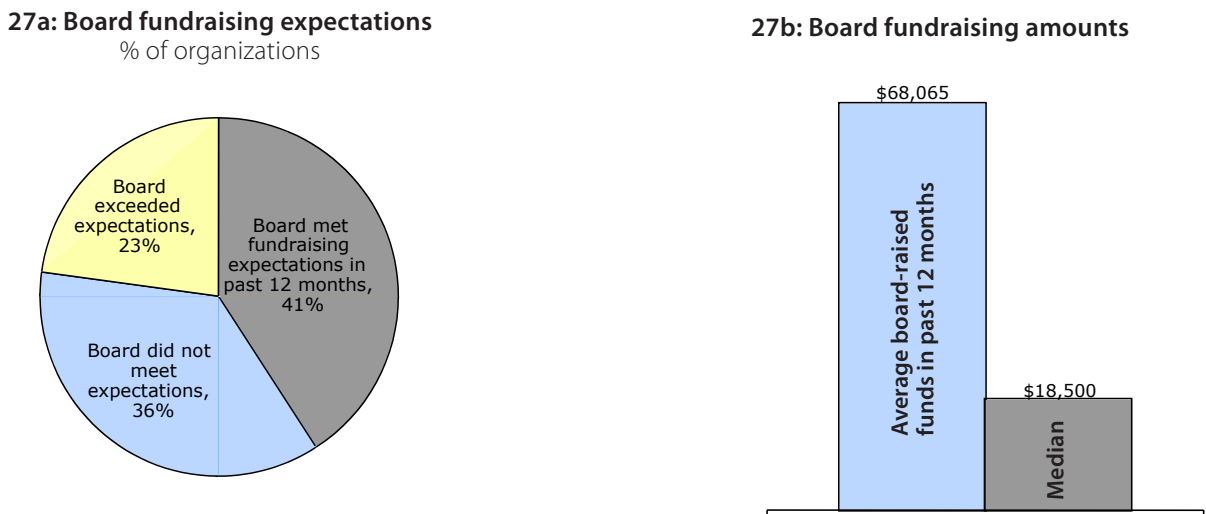
Diversity

Diversity is often identified as a key challenge within the LGBT movement, as organizations and leaders wrestle with issues of inclusiveness and representation. Recognizing that this is an ongoing issue for the movement, survey participants were asked generally if and how they address issues of diversity. Just over 10 percent of the organizations reported that diversity is an organizational prior-

ity and that they have a diversity program that they think works. Most responses to this one question suggest a potential lack of nuanced considerations of diversity by many state groups. Next year's survey will have additional questions about this topic, ideally moving beyond basic notions of diversity to broader perspectives on social justice.

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[6] Two of the largest state organizations do not have a give or get policy. The average budget of organizations without a give or get policy is $586,216 compared to an average budget of $623,149 for organizations with this policy.

ISSUES

Over half of participating organizations identified schools/youth, transgender equality, and non-discrimination/civil rights as the top three issues in their states over the next five years. Interest- ingly, marriage is listed as a priority by fewer than half of the state groups responding to this question *(see Figure 28)*.

Figure 28: Priority issues in 2008, next 3-5 years
No. of organizations (out of 39)

28a. Prioritiy Issues in 2008

Issue	Value
Schools/Youth	30
Trans equality	28
NonDisc/Civil rights	27
Adoption/Foster care	23
Hate crimes	20
Civil unions/DPs	17
HIV	17
Marriage	16

28b. Priority Issues in Three Years

Issue	Value
Trans equality	25
NonDisc/Civil rights	24
Schools/Youth	22
Civil unions/DPs	18
Hate crimes	16
HIV	16
Marriage	15
Adoption/Foster care	14

28c. Priority Issues in Five Years

Issue	Value
Schools/Youth	21
Trans equality	21
NonDisc/Civil rights	20
Marriage	17
Hate crimes	15
HIV	15
Civil unions/DPs	15
Adoption/Foster care	14

State organizations continue to defend against anti-LGBT leg- islation in state legislatures. Adoption and foster care is another critical battleground issue, with 37 percent of state groups antici- pating anti-LGBT legislation addressing parenting rights in 2008.

Other issues expected to see anti-LGBT legislative activity are civil unions and domestic partnerships, HIV, non-discrimination/civil rights, hate crimes, and transgender equality.

See Appendix Table E for the priority issues of the organizations participating in *State of the States 2007*.

STRATEGIES

Statewide organizations continue to utilize a range of strategies and tactics to achieve their policy goals *(see Figure 29)*. Coalition work and community education are the most common strategies, with 38 groups planning to use them in 2008. A majority of groups will also conduct public education activities (35) and lobbying (34). Surprisingly, only 21 groups plan to conduct Get Out the Vote (GOTV) efforts and only 16 groups will ID voters in 2008,

a presidential election year. This data suggests that even though electoral activities are increasing in the states, this work tends to be concentrated in the highest-capacity states. It may also reflect the relatively young ages of state political entities, which may not yet have the financial resources to launch staff-intensive voter contact efforts.

Figure 29: Planned 2008 strategies and tactics
No. of organizations (out of 39)

Strategy	No. of organizations
Coalition work	38
LGBT community education	38
Public education	35
Lobbying	34
GOTV	21
Voter ID	16
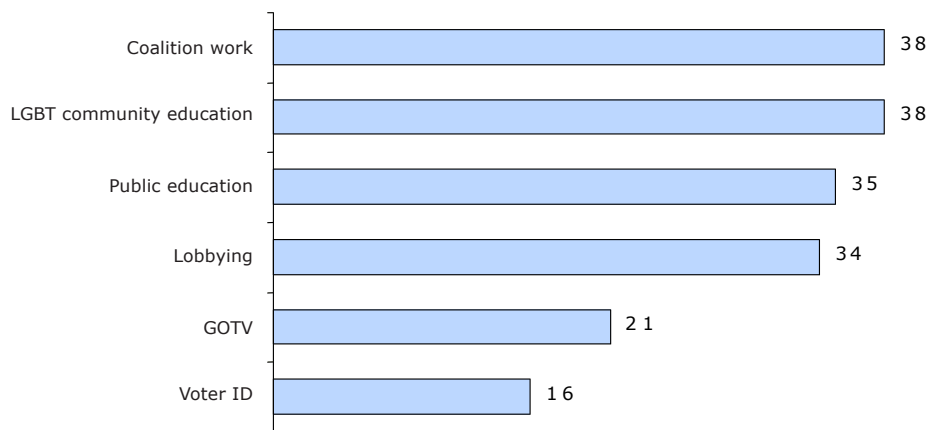
Legislative Activities

In 2007, state-based organizations engaged in a range of political activities *(see Figure 30)*. Organizations worked to elect LGBT-friendly legislators (34 organizations), to pass pro-LGBT legislation (33), to elect LGBT legislators (30 each), to defeat anti-LGBT legislation (30), and to pass LGBT-friendly local ordinances (27). Many (25) organizations secured public dollars for LGBT services in their state budgets. Groups also reported that they had defeated anti-LGBT candidates,

elected a pro-marriage equality governor, and flipped a state legislature to LGBT-friendly leadership.

Groups plan a range of lobbying efforts in 2008 *(see Figure 31)*. At the top of the list of legislative issues are trans equality (24), non-discrimination and civil rights (23), as well as protections for youth (22).

Figure 30: 2007 policy and political work
No. of organizations (out of 39) working to…

Activity	No. of organizations
Elect LGBT-friendly legislators	34
Pass pro-LGBT legislation	33
Elect LGBT legislators	30
Defeat anti-LGBT legislation	30
Pass LGBT-friendly local ordinances	27
Increase voter ID list	26
Secure public $ for LGBT issues and populations	25
Contribute $ to LGBT/ LGBT-friendly legislators	23
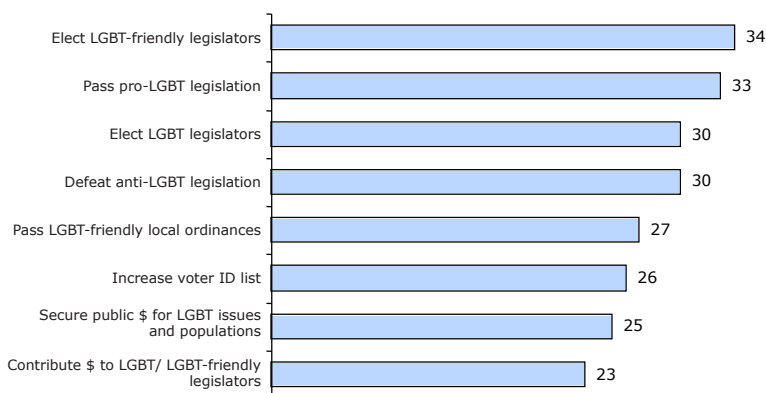
Figure 31: Planned 2008 lobbying issues
No. of organizations (out of 39)

Issue	No. of organizations
Trans equality	24
NonDiscrim/Civil rights	23
Schools/Youth	22
Adoption/Foster care	17
Hate crimes	16
Marriage	13
Civil unions/DP	13
HIV	12
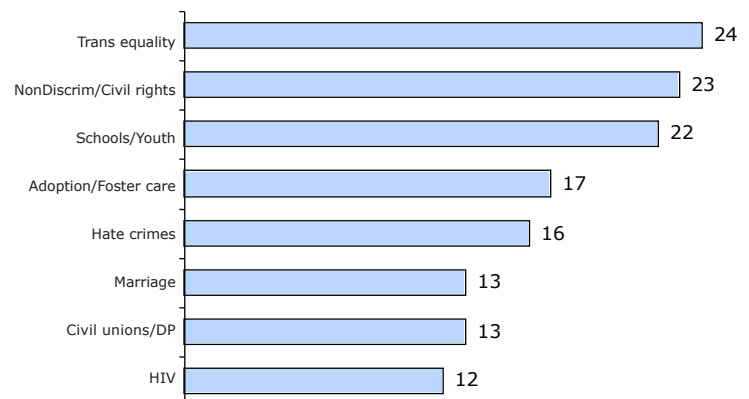
Electoral Activities

Electoral activity is growing, with organizations expecting to endorse more candidates in 2007 than they did in 2006. In the 2006 primaries, state-based groups endorsed an average of seven state legislative candidates, while the maximum number endorsed by any one organization was 70. Most groups (24) did not endorse any candidates in the primary. For the 2006 general elections, the average organization endorsed 20 candidates, with 80 as the highest number endorsed by any single organization. Once again, many groups (17) did not endorse any candidates. At the time the survey was administered, state-based groups planned to endorse an average of eight candidates in 2007, with a possible maximum of 100 endorsements by one organization.

Organizations have clear and fairly consistent criteria for endorsing candidates for public office *(see Figure 32)*. Almost all (92 percent) require candidates to support specific anti-discrimination laws, while 85 percent require support for transgender equality and 83 percent expect candidates to support other LGBT-specific legislation. Other issues addressed on candidate questionnaires include hate crimes and civil unions/domestic partnerships. Only 40 percent require candidates to support specific marriage equality laws. Finally, although 82 percent of organizations require a candidate to oppose state constitutional amendments on marriage equality, only 55 percent require them to take a stand against a federal constitutional amendment.

Figure 32: Candidate endorsement criteria
% of organizations requiring candidates to be…
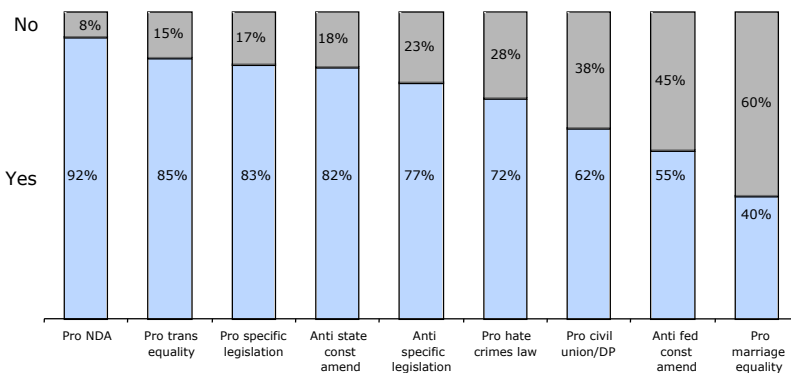
Organizations also made financial contributions to candidates in 2006, with a total of $768,565 PAC dollars spent. The average total PAC contribution (i.e., the total a PAC gave to all the candidates it was supporting, not the average contribution to an individual candidate) was about $30,000 (the median amount was about $3,700); twelve groups reported no PAC contributions. The maximum total PAC contributions by a single organization was $180,850. The average group expects to make total PAC contributions of about $12,000 in 2007 and about $57,000 in 2008. Overall, 23 groups contributed to LGBT or LGBT-friendly legislators in 2006, while 36 groups worked to increase their donor lists to raise additional resources to expand their political work in that period.

Working with Ally and Partner Communities

State-based LGBT groups have developed many ways of working with allies and partners, both within and beyond the LGBT community, as they build alliances with LGBT and other groups that do not have state-wide reach. For example, many are implementing either organizing or education programs to reach out to these other communities. Organizing programs involve members of other communities taking specific actions, while educational programs aim to teach communities or groups about LGBT issues. As Figure 33 shows, most groups place a greater emphasis on organizing programs compared to education, with the majority of the work being done with transgender groups. This organizing work, coupled with state groups' prioritization of trans-equality issues, points to the wide support for trans-equality within the movement. Beyond the trans community, organizing efforts most often include non-LGBT civil rights groups, the clergy, and communities of faith. In working with communities of color there is slightly more emphasis on educational programs.

Figure 33: Programs targeting other communities and populations
No. of statewide LGBT organizations (out of 37) with programs targeting…

33a. Organizing Programs
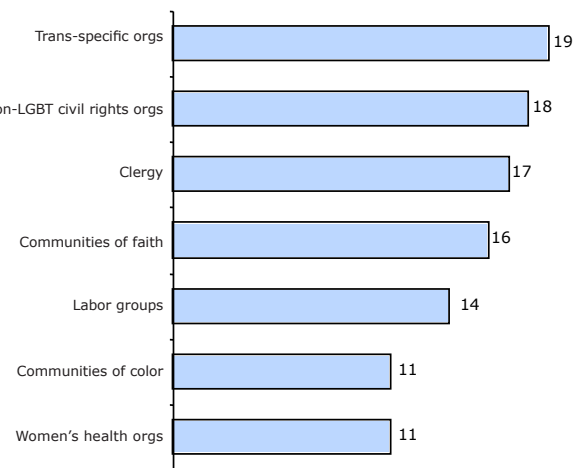
33b. Education Programs
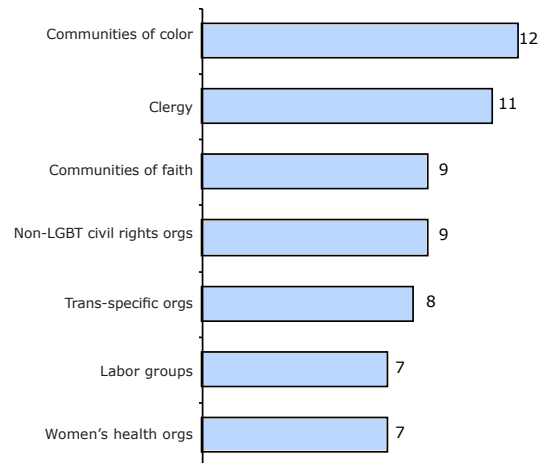
State LGBT groups most often work collaboratively with organizations they target through organizing work *(see Figure 34)*. Communities of faith are the most frequent collaborator, followed by non-LGBT civil rights organizations and transgender groups, and clergy. Finally, LGBT organizations appear more likely to implement joint programs with communities of color than they are to engage these communities through organizing or educational programs.

Figure 34: Jointly implemented programs with ally/partner organizations
No. of statewide LGBT organizations (out of 36) implementing programs with…

Communities of faith	27
Non-LGBT civil rights orgs	26
Trans-specific orgs	26
Clergy	25
Communities of color	20
Women's health orgs	19
Labor groups	17
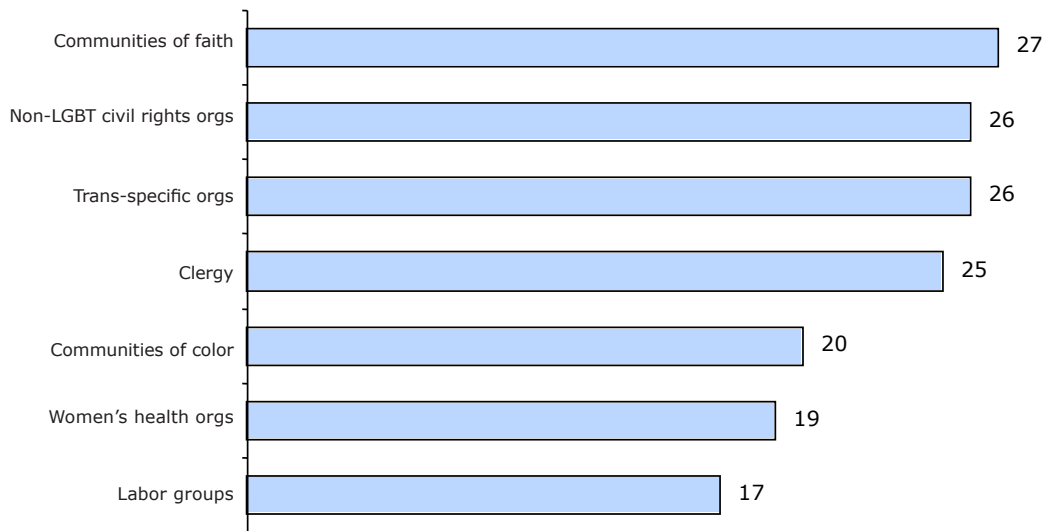
When it comes to reciprocal engagement, the survey data suggest some asymmetries in the relationships between statewide LGBT organizations and other communities. The LGBT organizations reported that the groups and communities most likely to be highly engaged with statewide LGBT work were (in descending order) clergy, transgender organizations, communities of faith, and women's health organizations *(see Figure 35)*. However, statewide LGBT groups report that they are highly engaged in the work of (again in descending order) transgender organizations, women's health groups, labor groups, and non-LGBT civil rights groups *(see Figure 36)*.

Figure 35: Allies'/partners' engagement with LGBT issues
% of statewide LGBT organizations reporting…

	Clergy	Trans-specific orgs	Communities of faith	Women's health orgs	Non-LGBT civil Rights orgs	Labor groups	Communities of color
Not engaged			3%	4%	3%	12%	14%
Limited engagement	7%	7%	37%	36%	42%	42%	54%
	30%	31%					
Highly engaged	63%	62%	60%	60%	55%	46%	32%
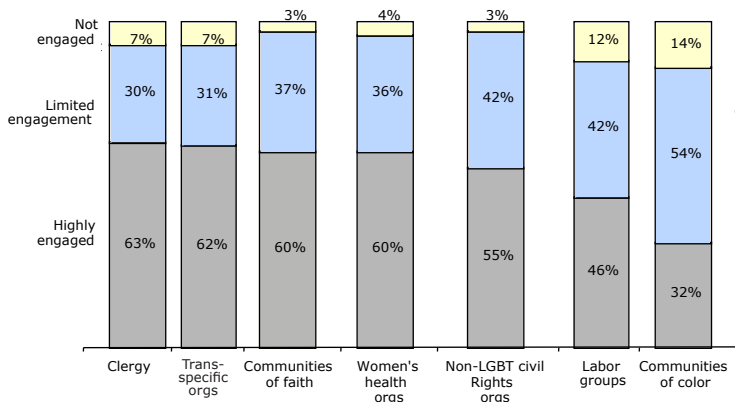
Figure 36: Statewide LGBT groups' engagement with allies'/partners' issues
% of statewide LGBT organizations reporting…

	Trans-specific orgs	Women's health orgs	Labor groups	Non-LGBT civil Rights orgs	Communities of color	Communities of faith	Clergy
Not engaged	7%	13%	18%	6%	17%	35%	40%
Limited engagement	32%	42%	46%	61%	52%	48%	47%
Highly engaged	61%	46%	36%	32%	31%	16%	13%
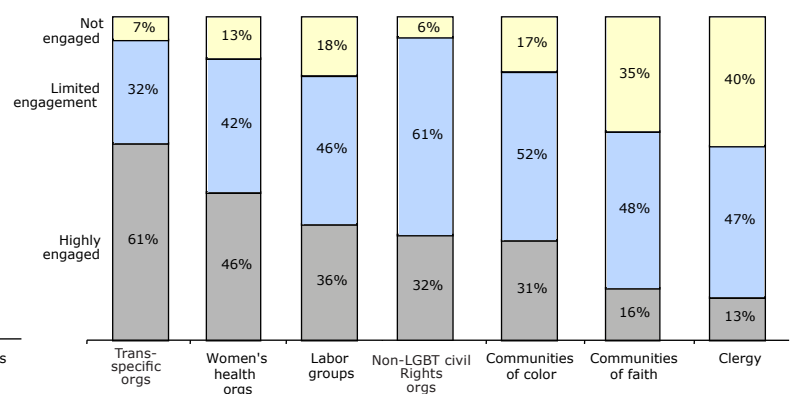
Some statewide LGBT groups have made solid efforts to engage with local clergy and communities of faith, with organizations engaging an average of 197 clergy members (median of 150). Still, about a quarter of states (12) report working with no clergy members at all. State groups report that when communities of faith and the clergy are engaged, they undertake a wide range of work for statewide LGBT organizations and the LGBT community in general. They educate their congregations about LGBT issues and the need for equality. They encourage their congregants to contact their legislators and attend important demonstrations and meetings. They host organizing meetings between local LGBT advocates and the larger community. And they serve as counterweights to anti-LGBT clergy who appear in the media.

Working with Large National Organizations

Large national groups and their local chapters are key allies to state-based groups, and provide them with a wide range of services. State organizations report having the most interaction with the American Civil Liberties Union (ACLU) and the Gay & Lesbian Alliance Against Defamation (GLAAD). Thirty statewide groups report that they had received technical advice or other services from each organization over the past year (*See Figure 37*).

State-based organizations often used materials from the national organizations, with the bulk of the materials supplied by the Human Rights Campaign (HRC), followed by GLAAD, The Task Force, the ACLU, and the Victory Fund *(see Figure 38)*. Generally, state-based organizations indicate that they value national organizations that are responsive to local issues; provide relevant and convenient training opportunities, materials, and support (in the form of staff, technical assistance, or funding); and help local groups network with each other.

Despite mostly positive relationships between national and state organizations, room for improvement certainly exists. State groups report feeling that large national organizations, often based in Washington, DC or New York City, are isolated from issues that have large impacts on LGBT communities in less urban or affluent regions. As a consequence, these large organizations may set policy priorities without reference to the work or realities of smaller or rural organizations, or those serving lower-income constituencies.

Figure 37: Number of organizations (out of 38) in 2006 receiving services or technical advice from…

Figure 38: Number of organizations (out of 38) in 2006 using materials from…

CONCLUSIONS AND RECOMMENDATIONS

The *2007 State of the States Report* provides a snapshot of statewide LGBT advocacy organizations, offering a glimpse into the sector's growth patterns as w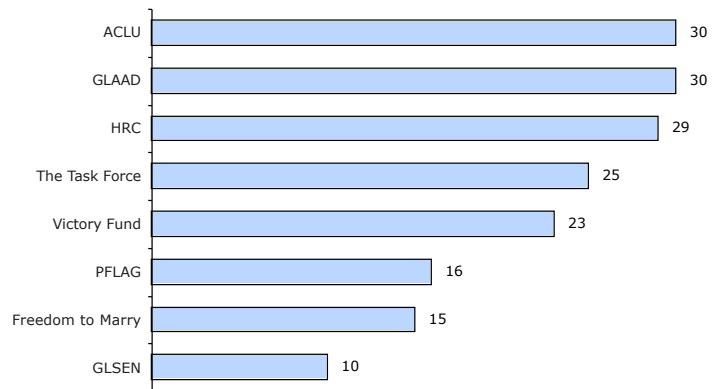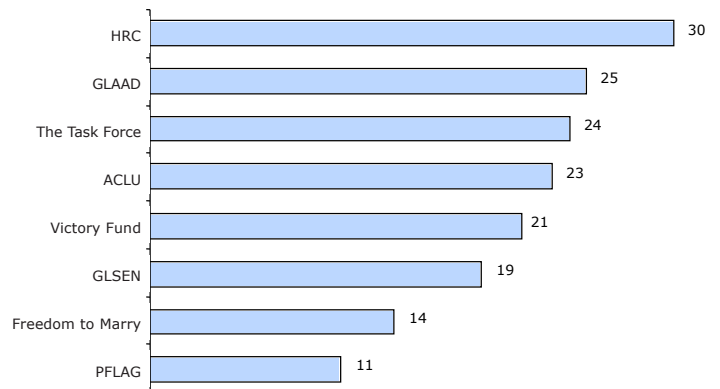ell as the issues and strategies at play in the states. Overall, budgets, supporter and voter lists, and electoral activities are increasing—improving both the climate and capacity for state groups to achieve greater political impact. State organizations are maturing, and with growth comes additional opportunities and challenges.

The final section of the report addresses four of the key growth challenges currently facing state organizations, offering recommendations for meeting these challenges and creating new opportunities.

1) Electoral work in the states is growing; organizations need staff and software to increase supporters and donors for this work.

Seventy-seven percent of state LGBT political action committees (PACs) were formed in the past seven years. Voter lists identifying LGBT-supportive voters collectively hold about 2 million names. Increasingly, state groups are developing the tools not only for effective lobbying, but also for effective electoral participation. This work ensures that LGBT advocates have legislative and political allies who will support civil rights legislation and defeat anti-gay bills.

Electoral work cannot be conducted by 501(c)(3) organizations, so foundation grants cannot be used for this work. Rather, electoral work requires a strong program to raise money from many individual donors. Ninety-seven percent of survey participants prioritized the development of donor lists as a key need for the success of their electoral work.

Acquiring and retaining individual donors is critical but resource-consuming work that requires significant staff time, specialized fundraising skills, investment in direct mail, event management ability, and sophisticated computer software. But more than half of state organizations have no full-time development staff. Twenty-five percent use no fundraising management software at all. To effectively build electoral power, state organizations need an investment in staff and software.

2) General operating funds and an investment in fundraising capacity are necessary to sustain and grow statewide advocacy organizations.

The average executive salary at a state organization is $51,000. Yet these leaders are expected to manage boards, budgets, payroll, fundraising, and operations for up to three distinct legal entities—which may explain an average tenure of only about 3 years for executive directors. Turnover for field and development staff is even more frequent. Seventy-seven percent of organizations prioritize the need for staff benefits and 67 percent report a need for staff

training. Board development is needed by 79 percent of respondents; 71 percent prioritize donor database software, while 63 percent need a direct mail program.

Each of these needs is critical to ensure growth and sustainability for any non-profit organization. Yet the majority of these items would not be considered "program" expenses and therefore many foundations or large donors may not be interested in funding them.

Without basic infrastructure and leadership, organizations cannot do their work. Whether the work consists of public education, organizing, lobbying, or supporting candidates, groups require skilled staff and appropriate resources to achieve their goals.

3) Leadership development—for staff and board—is needed.

With a majority of executives in their roles for less than three years and other senior staff members with less than two years in their jobs, leadership development and skills-building programs give staff critical tools for leading and advocating for their communities. Two-thirds of survey respondents rated staff training as an organizational priority.

Board development is also a top priority for 79 percent of state organizations, with 64 percent seeking increased skills training for their board members.

Strong leaders are required to envision, to strategize, to implement, and to build a base of support for LGBT equality. Both staff and board leaders must understand and manage multiple organizations whose growth and sustainability depend on the leaders who run them.

4) Resources are disproportionately distributed among states; new funding strategies and sources must be developed to advance the LGBT agenda in every state.

Several measures of capacity (including budgets, staff members, and number of names on various contact lists) show that the same few organizations held or controlled most resources in the states. In fact, the top ten states control 80 percent of the total state budgets. Nearly half of state groups operate on less than $200,000 per year. The three organizations with budgets over $1 million are located in "blue" states with large LGBT populations and donor pools. And though even the largest may not have yet reached their potential, the majority of state groups still require substantial investment in order to build the base of supporters needed to fuel policy change.

Individual donors make up the largest funding source for statewide organizations, which continue to work to attract those individuals. But 18 percent of funding for state groups came from LGBT funders and organizations, while only 8 percent of funds came from non-LGBT institutions. Given the small percentage of

total philanthropic dollars controlled by LGBT funders, increased funding should be sought from funders that support non-LGBT-specific civil rights efforts or general nonprofit capacity building initiatives. Just as non-LGBT allies must be enlisted to change laws, non-LGBT funders must also be recruited to support LGBT civil rights work.

Donors generally should also consider the relative impact of their gifts. A million dollar organization may need and effectively utilize a $75,000 donation, but a $5,000 contribution may make a relatively greater impact on an organization raising funds for its first executive director. Supporting state groups across the country ensures that LGBT people in every state have advocates working for their equality. Funding in every state also builds a foundation of support for advancing civil rights through public and political discourse.

Finally, looking beyond the states to the entire LGBT movement, better and more consistent communication is needed. Improved communication makes possible a more efficient and effective flow of resources (financial and human) and more consistent and coherent policy decisions. To bring together and maximize the immense power of all our organizations, better communication is needed at all levels and across all organization types: between large funders and state groups, between national organizations and state groups, and among the state groups themselves. Improving our communications as a movement is the only way to move forward, all of us, together.

APPENDIX A: SURVEY PARTICIPANTS

Alabama
Equality Alabama
PO Box 13733
Birmingham, AL 35202
(205) 445-4843
www.equalityalabama.org

Equality Fund of Alabama
PO Box 401
Montgomery, AL 36101
(205) 591-5160
www.equalityfundalabama.org

Arizona
Equality Arizona
PO Box 25044
Phoenix, AZ 85002
(602) 650-0900
www.equalityarizona.org

California
Equality California
2370 Market St., 2nd Floor
San Francisco, CA 94114
(415) 581-0005
www.eqca.org

Connecticut
Love Makes a Family
576 Farmington Ave.
Hartford, CT 06105
(860) 525-7777
www.lmfct.org

District of Columbia
Gay and Lesbian Activists Alliance
PO Box 75265
Washington, DC 20013
(202) 667-5139
www.glaa.org

Florida
Equality Florida
PO Box 13184
St. Petersburg, FL 33733
(813) 870-3735
www.eqfl.org

Georgia
Georgia Equality
PO Box 95425
Atlanta, GA 30347
(404) 327-9898
www.georgiaequality.org

MEGA Family Project
PO Box 29631
Atlanta, GA 30359
(404) 808-3350
www.megafamilyproject.org

Idaho
Your Family, Friends, and Neighbors
803 Clover Dr.
305 E. 37th St.
Boise, ID 83703
(208) 345-5437
www.yffn.org

Illinois
Equality Illinois
3712 N. Broadway, Suite 125
Chicago, IL 60613
(773) 477-7173
www.eqil.org

Indiana
Indiana Equality
PO Box 20621
Indianapolis, IN 46220
(888) 567-0750
www.indianaequality.org

Iowa
One Iowa
500 E. Locust St., Suite 202
Des Moines, IA 50309
(515) 288-4019
www.one-iowa.org

Kentucky
Kentucky Fairness Alliance
PO Box 1280
Frankfort, KY 40602
(866) 205-3239
www.kentuckyfairness.org

Louisiana
Forum For Equality
336 Lafayette St., Suite 200
New Orleans, LA 70130
(504) 569-9156
www.forumforequality.com

Maine
EqualityMaine
PO Box 1951
Portland, ME 04104
(207) 761-3732
www.equalitymaine.org

Maryland
Equality Maryland
1319 Apple Ave.
Silver Spring, MD 20910
(301) 587-7500
www.equalitymaryland.org

Massachusetts
Freedom to Marry Coalition of
Massachusetts
11 Beacon St., Suite 1125
Boston, MA 02108
(617) 482-1600
www.freedomtomarry.org

MassEquality
11 Beacon St., Suite 1125
Boston, MA 02108
(617) 878-2300
www.massequality.org

Michigan
Michigan Equality
PO Box 13133
Lansing, MI 48901
(517) 484-5120
www.michiganequality.org

Triangle Foundation
19641 W. Seven Mile Rd.
Detroit, MI 48219
(313) 537-7000
www.tri.org

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310 38th St. East, Suite 204
Minneapolis, MN 55409
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www.outfront.org

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PROMO
438 N. Skinker Blvd.
St. Louis, MO 63130
(314) 862-4900
http://promoonline.org

Nebraska
Citizens for Equal Protection
1105 Howard St., Suite 2
Omaha, NE 68102
(402) 398-3027
www.cfep-ne.org

New Hampshire
New Hampshire Freedom to
Marry Coalition
PO Box 4064
Concord, NH 03302
(603) 223-0309
www.nhftm.org

New Jersey
New Jersey Lesbian & Gay Coalition
PO Box 11335
New Brunswick, NJ 08906
(732) 828-6772
www.njlgc.org

New Mexico
Equality New Mexico
1410 Coal Ave., SW
Albuquerque, NM 87104
(505) 224-2766
www.eqnm.org

New York
Empire State Pride Agenda
16 W. 22nd St., 2nd Floor
New York, NY 10010
(212) 627-0305
www.prideagenda.org

New York Association for
Gender Rights
Advocacy (NYAGRA)
24 W. 25th St., 9th Floor
New York, NY 10010
(212) 675-3288, ext. 338
www.nyagra.com

North Carolina
Equality North Carolina
PO Box 28768
Raleigh, NC 27611
(919) 829-0343
www.equalitync.org

Ohio
Equality Ohio
50 W. Broad St., Suite 1970
Columbus, OH 43215
(614) 224-0400
www.equalityohio.org

Oklahoma
Oklahomans for Equality
PO Box 2687
Tulsa, OK 74120
(918) 743-4297
www.okeq.org

Oregon
Basic Rights Oregon
PO Box 40625
Portland, OR 97240
(503) 222-6151
www.basicrights.org

Pennsylvania
Equality Advocates Pennsylvania
1211 Chestnut St., Suite 605
Philadelphia, PA 19107
(215) 731-1447
www.equalitypa.org

Rhode Island
Marriage Equality Rhode Island
99 Bald Hill Rd.
Cranston, RI 02920
(401) 463-5368
www.marriageequalityri.org

South Carolina
South Carolina Equality Coalition
PO Box 544
Columbia, SC 29202
(803) 318-6900
www.scequality.org

South Dakota
Equality South Dakota
1500 W. 71st St.
Sioux Falls, SD 57108
(605) 271-4136
www.againstdiscrimination.org

Tennessee
Tennessee Equality Project
612 Erin Lane
Nashville, TN 37221
(615) 664-6886
www.tnep.org

Tennessee Transgender
Political Coalition
PO Box 92335
Nashville, TN 37209
(615) 293-6199
www.ttgpac.com

Texas
Equality Texas
PO Box 2340
Austin, TX 78768
(512) 474-5475
www.equalitytexas.org

Utah
Equality Utah
175 W. 200 South, Suite 3001
Salt Lake City, UT 84101
(801) 355-3479
www.equalityutah.org

Vermont
Vermont Freedom to Marry
PO Box 481
South Hero, VT 05486
(802) 388-2633
www.vtfreetomarry.org

Virginia
Equality Virginia
403 N. Robinson St.
Richmond, VA 23220
(804) 643-4816
www.equalityvirginia.org

Washington
Equal Rights Washington
209 Harvard Ave. East
Seattle, WA 98102
(206) 324-2570
www.equalrightswashington.org

Wisconsin
Center Advocates, Inc.
315 W. Court St.
Milwaukee, WI 53212
(414) 271-2656
www.centeradvocates.org

Fair Wisconsin
122 State St., Suite 500
Madison, WI 53703
(608) 441-0143
www.fairwisconsin.com

APPENDIX B: LEGAL ENTITIES AND BUDGETS[1]

STATE	LEGAL ENTITIES				TOTAL BUDGETS	
	501 c3	501 c4	PAC	CMPN CMTE/ OTHER	2006 ACTUAL	2007 PROJECTED
Alabama (EA)	X	X			$55,000	$70,000
Alabama (EFA)			X		$8,000	$5,000
Arizona	X	X	X	X	$459,382	$665,225
California	X	X	X		$3,601,691	$5,436,500
Connecticut	X	X			$623,300	$520,000
District of Columbia		X			$12,000	$10,000
Florida	X	X	X		$980,670	$1,295,389
Georgia (GE)	X	X			$100,000	$150,000
Georgia (MEGA)	X	X			$40,000	$51,500
Idaho	X		X	X	$70,000	$70,000
Illinois	X	X	X	X	--	--
Indiana	X	X	X		--	--
Iowa	X	X	X		$174,775	$248,500
Kentucky	X	X	X		$250,000	$152,500
Louisiana	X		X		$90,000	$90,000
Maine	X	X			--	--
Maryland	X	X	X		$646,947	$761,180
Massachusetts (FTM)	X	X	X		--	--
Massachusetts (ME)	X	X	X		$2,720,000	$4,743,500
Michigan (ME)	X	X	X	X	--	$750,000
Michigan (TRI)	X	X	X	X	$955,000	$1,055,500
Minnesota	X	X	X	X	$915,000	$950,000
Missouri	X	X	X		$260,000	$254,000
Nebraska	X	X			$26,000	$26,000
New Hampshire	X	X	X		$144,500	--
New Jersey	X	X			--	--
New Mexico	X	X			$180,000	$373,000
New York (ESPA)	X	X	X		$2,858,770	$3,235,100
New York (NYAGRA)	X				$7,000	$7,000
North Carolina	X	X	X		$252,200	$374,800
Ohio	X	X	X		$413,000	$518,262
Oklahoma	X				$150,000	$400,000
Oregon	X	X	X	X	$932,600	$1,135,500
Pennsylvania	X				$459,600	$498,900
Rhode Island	X	X	X		--	--
South Carolina	X	X		X	$725,500	$118,169
South Dakota		X	X	X	$187,511	$1,000
Tennessee (TEP)	X	X	X	X	--	--
Tennessee (TTPC)		X			$1,500	$1,500
Texas	X	X	X		$433,900	$602,600
Utah	X	X	X	X	$287,285	$315,538
Vermont	X	X	X		--	--
Virginia	X	X	X	X	$1,750,000	$850,000
Washington	X	X	X		$125,000	$543,800
Wisconsin (Fair)	X	X	X		$5,300,000	$475,000
Wisconsin (Mil Ctr)	X	X	X		$823,200	$846,000

[1]Note that a dash ("--") indicates the organization did not provide data or information for a particular question.

APPENDIX C: COMMUNITY CONTACT LISTS[1]

STATE	DONORS		EMAIL ACTION		MAIL		VOTER ID	
	2006	2007	2006	2007	2006	2007	2006	2007
Alabama (EFA)	--	0	--	0	--	2,800	--	0
Alabama (EA)	350	0	1,600	1,900	1,600	2,600	0	0
Arizona	3,500	350	3,800	6,200	23,000	15,000	3,800	5,000
California	47,523	7,000	97,501	62,000	235,193	235,000	0	800,000
Connecticut	1,200	1,400	7,500	6,500	14,000	14,000	10,000	14,000
District of Columbia	--	300	--	425	--	300	--	300
Florida	--	3,000	--	20,000	--	70,000	--	100,000
Georgia (MEGA)	--	400	2,500	3,765	3,200	3,765	0	0
Georgia (GE)	400	300	3,500	3,500	15,000	10,000	8,500	0
Idaho	150	100	800	900	1,200	5,000	1,200	0
Indiana	475	741	4,117	4,907	6,472	10,029	0	0
Iowa	150	80	1,779	1,880	5,101	3,000	4,965	3,500
Kentucky	2,000	2,300	5,000	5,000	20,000	13,000	12,000	12,000
Louisiana	--	300	--	3,000	--	2,100	--	2,100
Maryland	1,500	10,000	7,500	7,000	11,000	10,000	0	0
Massachusetts (ME)	7,000	12,731	45,000	55,000	175,000	168,000	250,000	163,000
Massachusetts (FTM)	--	500	10,000	9,000	12,000	12,000	0	0
Michigan (ME)	--	2,600	--	5,500	--	47,000	--	4,700
Michigan (TRI)	2,500	1,800	6,300	9,200	40,000	30,000	0	0
Minnesota	2,500	1,500	12,500	25,000	25,000	45,000	0	0
Missouri	1,000	500	6,000	8,000	2,000	1,000	175,000	5,000
Nebraska	--	15	--	200	--	200	--	0
New Hampshire	500	0	5,000	3,000	5,000	5,000	75,000	75,000
New Jersey	--	780	--	6,000	--	450	--	0
New Mexico	--	600	--	65,000	--	7,000	--	16,000
New York (NYAGRA)	50	0	600	500	300	500	0	0
New York (ESPA)	--	22,233	--	15,193	--	55,807	--	14,728
North Carolina	700	2,300	3,600	4,500	10,000	10,500	3,500	0
Ohio	719	850	6,700	16,000	7,000	12,000	0	0
Oklahoma	--	1,200	--	2,000	--	1,800	--	0
Oregon	--	6,000	--	18,000	--	25,800	--	98,000
Pennsylvania	1,500	1,712	6,000	8,500	25,000	27,000	0	0
Rhode Island	100	0	400	2,500	3,000	5,000	0	0
South Carolina	1,300	1,600	2,500	8,342	6,000	5,600	6,000	8,050
South Dakota	300	1,500	1,000	1,500	4,000	500	4,500	0
Tennessee (TTPC)	15	0	40	100	40	0	40	0
Tennessee (TEP)	--	50	--	3,500	--	0	--	0
Texas	2,000	2,000	19,000	17,000	18,000	8,000	0	0
Utah	500	661	7,000	9,864	15,000	9,259	0	1,699
Virginia	4,000	5,000	10,000	15,000	15,000	0	46,000	65,000
Washington	500	500	18,000	20,000	13,000	30,000	0	15,234
Wisconsin (Mil Ctr)	--	3,000	--	3,000	--	8,000	--	45,000
Wisconsin (Fair)	7,000	10,000	33,000	35,000	65,000	75,000	100,000	500,000

[1]Note that a dash ("--") indicates the organization did not provide data or information for a particular question.

APPENDIX D: STAFF, BOARD, AND VOLUNTEERS[1]

STATE	TOTAL PAID STAFF		2007 BOARD OF DIRECTORS		VOLUNTEERS	
	2006	2007	Number of Members	Specific Give/Get Amount	2006	2007
Alabama (EFA)	--	0	12		--	20
Alabama (EA)	0	1	24		75	50
Arizona	3	4	18	$2,500	25	50
California	19	17	51	$10,000	500	100
Connecticut	8	7	21		200	200
District of Columbia	--	0	5		--	5
Florida	--	12	28		--	1,100
Georgia (MEGA)	1	2	13	$1,000	15	15
Georgia (GE)	4	4	10	$1,000	75	30
Idaho	1	0	12		30	40
Illinois	4	7	32	$5,000	365	75
Indiana	3	2	24		125	30
Iowa	0	5	17		24	25
Kentucky	3	2	28	$1,200	25	15
Louisiana	--	1	72		--	15
Maine	4	5	--	--	100	100
Maryland	8	8	25	$2,500	250	250
Massachusetts (ME)	48	11	24		500	12
Massachusetts (FTM)	0	0	11		60	10
Michigan (ME)	--	3	48	$1,000	--	10
Michigan (TRI)	7	14	20		15	15
Minnesota	15	15	26		400	390
Missouri	4	3	19		300	100
Nebraska	--	1	13		--	25
New Hampshire	2	2	20		13	24
New Jersey	--	0	24		--	15
New Mexico	2	6	22		--	50
New York (NYAGRA)	0	0	3		3	3
New York (ESPA)	--	22	38		--	4
North Carolina	4	4	26	$1,000	30	2
Ohio	4	5	27	$5,000	10	10
Oklahoma	--	4	20	$300	--	30
Oregon	--	16	28		--	2,000
Pennsylvania	6	8	14		20	25
Rhode Island	2	2	0		75	20
South Carolina	3	2	14	$5,000	200	500
South Dakota	5	0	12		367	7
Tennessee (TTPC)	0	0	3		4	2
Tennessee (TEP)	--	0	38		--	30
Texas	6	8	46	$1,500	300	300
Utah	2	3	33		100	0
Virginia	5	7	72	$5,000	200	150
Washington	4	5	21	$2,800	100	5
Wisconsin (Mil Ctr)	--	12	25		--	150
Wisconsin (Fair)	31	5	26	$1,000	7,000	500

[1] Note that a dash ("--") indicates the organization did not provide data or information for a particular question.

APPENDIX E: 2008 PROJECTED PRIORITY ISSUES

STATE	ISSUE							
	Marriage	Civil Unions/DPs	Adoption/Fostering	Schools/Youth	Hate Crimes	NonDisc/Civil Rights	Trans Equality	HIV
Alabama (EFA)			X	X	X			X
Alabama (EA)				X	X	X		
Arizona		X	X	X	X	X	X	X
California	X	X	X	X	X	X	X	X
Connecticut	X						X	
District of Columbia	X	X		X		X	X	X
Florida	X	X	X	X		X	X	X
Georgia (MEGA)			X	X		X		
Georgia (GE)		X	X		X			
Idaho			X	X	X	X	X	X
Iowa	X				X			
Kentucky			X			X		
Louisiana	X	X	X	X	X	X	X	X
Maryland	X			X			X	X
Massachusetts (ME)	X							
Michigan (ME)	X	X	X	X	X	X	X	X
Michigan (TRI)		X	X	X	X	X	X	
Minnesota		X		X			X	
Missouri			X	X		X	X	
Nebraska			X	X	X		X	
New Hampshire	X		X				X	
New Jersey	X		X	X	X			X
New Mexico	X	X		X				
New York (NYAGRA)				X		X	X	
New York (ESPA)	X		X	X			X	X
North Carolina				X		X	X	X
Ohio			X	X		X	X	
Oklahoma	X	X	X	X	X	X	X	X
Oregon	X	X	X	X		X	X	
Pennsylvania		X		X		X	X	
South Carolina				X	X	X	X	X
South Dakota			X		X	X		
Tennessee (TTPC)		X	X	X	X	X	X	X
Texas			X	X	X	X		
Utah				X		X	X	
Virginia				X	X	X	X	X
Washington	X	X	X	X	X	X	X	X
Wisconsin (Mil Ctr)		X			X	X	X	
Wisconsin (Fair)		X				X	X	